

17 AUG 1979

DD/A Registry

File Personnel

MEMORANDUM FOR: Deputy Director for Central Intelligence

FROM : Clifford D. May, Jr.  
Acting Deputy Director for Administration

SUBJECT : Agency Position Classification Policy

1. Regarding your proposed memorandum on the Agency's classification policy, I agree with the basic principle and philosophy of job classification and the need to put some teeth into our policies. Once the Factor Evaluation System is totally implemented in the Agency, I believe that PMCD's credibility should be enhanced since the standards will be readily understandable by all.

2. In establishing these job standards, your memo indicates that "pertinent job evaluation knowledge available in the Federal sector will be used, when appropriate..." I would suggest that this methodology be expanded to also include the utilization of job evaluation knowledge from private industry. The Agency's competition in attracting and retaining personnel in a number of occupational categories is not necessarily in the Federal sector but rather is in the private sector. Accordingly, data regarding salary scales by occupational grouping should be an integral part of our compensation-setting decision package. In addition, the system must be flexible so that position grades and/or salary levels can be readily increased in highly competitive fields. This is necessary if we are to deal in the marketplace for certain types of skills. Also, in view of the continually changing mission requirements in the Agency and technological developments, I believe that there should be a set schedule to periodically review the various position standards established by PMCD. I would think that every two years would be appropriate.

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3. In paragraph 3a(2) of your proposal, you have indicated your intention of stopping the grade creep of "certain occupational areas where average grade has escalated beyond reasonable comparability with other Agency occupations...." It is not clear in this statement precisely what occupational areas are experiencing this creep. Accordingly, I defer comment on this proposal pending more detailed information. These areas could be ones that I refer to in paragraph 2 above as needing to be competitive in the job market.

4. I fully concur in tightening the appeals and implementation procedures. Many offices work in an unstructured limbo awaiting a valid staffing complement. This new policy should shorten the process considerably. On the other hand, I believe it necessary to have PMCD be more responsive and act on requests in a more timely manner. Perhaps a statement giving PMCD 30 days to initiate action on relatively simple matters would soften your proposal and give managers an incentive to keep their structure current. In the same vein, I believe there should be some mechanism so that when a position is properly classified it can be put on the books without having to await "points" from somewhere to do so. If a downgrade is required, this too should be done promptly to make points available for valid upgrading requests. Regarding the specific 30-day response time, I believe that this is adequate in the majority of cases. However, when major reorganizations of large offices such as the Office of Communications are at stake, I would like to see some flexibility present to allow sufficient time to prepare a meaningful appeal.

5. Overall, I support the policies outlined in your memorandum and believe they will aid the Director of Personnel in fulfilling his responsibilities.

/s/ C. D. May

Clifford D. May, Jr.

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